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**Ethnic Catering Development Initiative: A Tool for
Catering Business Development**

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Executive Summary

The modern Britain is a diverse community of disparate groups of people from all across the globe. Immigration from former colonies and more recently the new members of the EU has resulted in a Britain unrecognisable from the one in the 1960s. Multi-cultural Britain in the new millennia is a fascinating mixture of people from different parts of the world and each culture has brought in various delicacies to Britain. However the Indian sub-continental culinary cuisine has won the battle of the different gastronomies and this paper looks at this sector of the economy.

The city of Birmingham is a microcosm of modern Britain and has been used in this paper to look at ethnic minorities and catering initiatives for these communities.

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Chapter 1: Introduction

The United Kingdom consists of a number of ethnic minority groups who originated from various parts of the world. They began arriving in Britain from the early to mid 1950s to take employment in the industrial sector as Britain was facing labour shortages at that time. Ethnic minorities constitute 8 percent of the UK population and over 75 percent of them live in Greater London, West Midlands, Yorkshire and the Humber, the North West and Merseyside. (Source: Ethnic Minorities and the Labour Market, Final Report, Strategy Unit March 2003).

In the West Midlands, especially in the City of Birmingham more than 30 percent of the population are from ethnic minorities and by the end of 2010 their number will be more than 50 percent according to Census Report 2001. Therefore, Birmingham will be the main city to be considered in this report as the Birmingham City Council has a separate department called Equalities and Diversities which works to improve development opportunities for ethnic minority communities' workforce. Advantage West Midlands, a regional development agency responsible for economic development and funding, developed a plan called West Midlands Tourism and Leisure Workforce Development plan (Conducted by Impact Research Limited August 2003) that indicated the following regional priorities:

- The key criterion or any workforce development intervention project for the region is demonstration that it will help to improve business productivity.
- The Tourism and Leisure and Hospitality workforce will improve the visitors' experience
- This sector will create opportunities for individuals to up skill and progress their career within the Tourism, Leisure, and Hospitality cluster.

In addition the research has suggested developing an Ethnic Catering Development Programme for the West Midlands as most of the ethnic population are engaged in the catering sector business. Using this suggestion as a given hypothesis, this project has focused on Ethnic Catering Development Initiative for the improvement of the catering business run by different ethnic groups. This initiative is geared around workforce development for the ethnic minority catering sector.

Chapter 2: Setting The Scene

2.1 Context of Study

The Race and Equality Team, Equalities Division, Birmingham City Council was the key organisation for co-ordinating the West Midlands Ethnic Catering Development Initiative (ECDI) Regeneration Network – a project supported by ESF programme funding from April 2003 until March 2005. In support of the strategic aims of the ECDI project, the Race and Equality Team undertook the task of mapping regeneration activity in Birmingham.

Recent studies¹ have shown Caterer's participation, influence and benefit from regeneration initiatives is disproportionate to the trends in Caterer's participation in the economy and labour markets generally in terms of demographic, social and economic status. In addition the *Report Towards West Midlands School of International Cuisine (Food and Drink) and Regional Regeneration in the West Midlands* highlighted key issues around Catering Regeneration in Birmingham and argued that deeper failures to acknowledge Caterer's persistent inequality are part of the explanation.

Taking this argument as a given hypothesis this report gives its attention to the place of Ethnic Catering Development Initiative in regeneration programmes in Birmingham. The goal of this paper is to map regeneration activity in Birmingham with regard to social and economic regeneration; and to assess the impact of regeneration programmes on Ethnic Catering Sector as beneficiaries and as participants involved in the management and delivery of programmes. Furthermore there is a short analysis of gender based poverty, in relation to traditional bases for measuring or constructing poverty and deprivation indicators and their impact or, lack of impact, on Ethnic Catering Sector poverty. Some of the available data has been used to highlight key areas of concern and specific issues for Catering Business in poverty and the concept of Ethnic Catering Development Initiative poverty. The paper will attempt to identify any evidence to support policy development for Ethnic Catering Development Initiative and environmental factors that influence this decision. The majority of the research work revolves around whether Ethnic Catering Development Initiative (ECDI) can contribute to Social inclusion and Ethnic Catering Business Development Programme.

Chapter 1 defines how the research was gathered through 'The Tourism and Leisure Workforce Strategy for the West Midlands 2003-2008' and 'Shalimar 2000 Feasibility and Case study', 'British Bangladeshis in 2001 (A Community Charter) and 'Challenges for the

Future (Report of the Birmingham Stephen Lawrence Inquiry Commission, March-2001)'. The case study is of particular interest, not only as this study has been carried out to link Catering Business and Education but more importantly due to its findings.

Chapter 2 contains the study of results and provides an analysis of how and why they are relevant to the issue of whether ECDI can contribute to social inclusion and Ethnic Catering Business Development Programme. The key findings within this case study suggest that although Catering Businesses run unsociable working hours most of them have been very successful. The outcomes of the business development programme were met and additional benefits that have arisen by way of increasing the catering business employees' and employers' confidence and business skills and experiences.

The evidence also points to the fact that new and existing Catering Business employees' and employers' learning has been transferred from the Catering Business Centre to the classroom training environment as well as other areas of their home lives that parents have identified. A significant finding within this academic study points to a change in the way parents perceive the Catering Sector as a profitable business and provided an incentive for them to participate in the Catering Business with their children. This has been brought about by the enthusiasm demonstrated by their offspring.

In the **final chapter** I have tried to provide some conclusions and recommendations that will confirm my view that the Catering Business is a tool for developing and enveloping new generation and encouraging social inclusion. However, the turbulent climate within which Birmingham City Council, Advantage West Midlands, Birmingham & Solihull Learning Skills Council and Birmingham and Solihull Business Link operates is not conducive to having policy development for a catering specific Ethnic Catering Development/Involvement Officer. The conclusions will also draw out the fact that Birmingham City Council is continuously changing its terms of reference for its employees by regularly reshaping through central government's dictates.

The research also identified any ancillary benefits that an introduction to the catering business produces. The issues faced by the Government and Catering Industry in England are considerable. These issues are also a victim of the bureaucracies that manifest themselves within the governing parties and as such are not in a position to respond to an ever-changing environment. The arguments can go on but introducing alternative organisational methods would be foolhardy due to the size of the workforces employed by local authorities, other public sectors and agencies.

2.2 AWM Tourism and Leisure Workforce Development Plan 2003-2008

Between May and October 2003 Advantage West Midlands (AWM) commissioned Impact Research Limited to conduct a thorough assessment of the current and future catering skills needs of the region's tourism and leisure cluster. This detailed study is now available in full from **AWM** and comprise a comprehensive review of employer training skills, recruitment and retention needs along with an analysis of the type of training and business support being offered to businesses. It highlighted mismatch between the two, and recommended ways that the industry's needs can be better met in the next 5 years. This summary contained key findings, regional priorities and recommendations. The Research has been indicated for the following regional priorities:

1. The key criterion or any workforce development intervention project for the region has demonstrated that it would improve business productivity.
2. The second was that it would improve the visitor experience.
3. The third was that it would create opportunities for individuals to up skill and progress their career within the tourism and leisure cluster.

In order for regional strategy to provide clarity, focus and priority, a set of regional priorities have been determined for each of the 6 key areas of workforce development required as follows (Partners resources need to be marshalled to create projects of regional significance and major impact):

Productivity: The need to improve business productivity by developing relevant business support, training and skill solution for the cluster.

Type of activity required	Priority
Development of regional training provider network to ensure appropriate training solutions to meet the changing needs of tourism and leisure cluster	1
Consideration of how HR expertise can be shared amongst a greater proportion of businesses that wish to professionalize their practices, to complete existing business support advice and diagnostics services e.g. roving resource/skills co-ordinators	2
Supporting entrepreneurs and business start-ups in tourism and leisure cluster with package of practical support including personal and professional development options	3

Flexibility: The need to engage with businesses and employers” anytime, anyhow, anywhere”

Learning solutions delivered with the full commitment of employers and employees	1
Developing blended learning opportunities comprising a mixture of effective delivery formats that will encourage multi-skilling within the workforce at times to suit business	2
Develop cluster- specific IT and e-learning opportunities that can be made available in a range of environments at times to suit businesses	3

Champions: The need to develop workforce champions and advocates

Developing learning champions, learner centres and kiosks in the workplace to raise awareness of learning opportunities and take advantage of new information, advice and guidance to create a positive learning culture	1
Developing a critical mass of business and employers willing to pledge their support to skills, careers, placement and employment initiatives advocating their experience to others that skills pays and improves bottom line performance	2

Up-skilling: The need to up-skill the workforce of today and tomorrow

Learning package and programmes that tackle the lack of higher level skills within the workforce (level 3 and above)	1
The development of an International Academy for Customer Relationship Excellence (IACRE) to help up-skill the existing workforce in respect of customer service, language (including ESOL) and cultural skills as well as students and new employees	2
Learning packages and programmes that help engender new skills to employees	3
Package of modular learning to help overcome specific skills gaps relating to customer service, communication, IT, basic skills marking, and ability to show initiative, flexibility.	4
Learning packages and programmes that tackle the lack of modern management skills amongst owner managers/ operators in smaller firms, managers and supervisors within medium to larger organisations	5
A Regional CPD programme that tackles the lack of continuing professional development opportunities in various parts of the cluster including arts, voluntary and public sector employees.	6
Package of support for the voluntary workforce to improve skills , productivity and mentoring	7

Diversity: The need to diversify the work force including a step-change in recruitment and retention practices

Information, intelligence and awareness raising amongst industry on how to diversify their workforce further encouraging application for vacancies from disadvantaged groups including disabled people, ethnic minorities, older workers, returnees and graduates. This will include the provision of practical toolkits and support to business in respect of recruitment practices, induction practices and retention practices.	1
The preparation of major catering, tourism and leisure careers campaign that will include the development of quality work placements, new “fact sheets” about the range of jobs and the career progression opportunities available, and skills-job vacancy matching services.	2

The Tourism and Leisure Workforce Development Strategy sought to increase involvement in Catering Sector by people from 5 of the city council’s target groups: -

- People on low incomes
- Women
- Minority black and ethnic communities
- Disabled people
- Families

Chapter 3: Literature Review

3.1 Ethnicity, Diversity and Community Cohesion

Modern day Britain is a multicultural and multiethnic society following decades of immigration after the conclusion of WWII. The British populace is a mix of people with different regional and national allegiances. According to the 2001 population Census the British society is constituted by various ethnicities including White, Indian, Black Caribbean, African, Pakistani, Bangladeshi, and recently arrived Somalian, Eastern European, Yemeni, and Kurdish communities.

On the surface, it seems a relatively straightforward task to distinguish between these groupings and to measure the experiences and life opportunities that they have. However there are two problems that must be considered. Firstly many people do not fit neatly into one category - many have relatives and forebears with different national backgrounds and ethnic characteristics. 'White', for example covers, at least, Welsh, Irish, Scottish, English, European ethnicities. The British population has been built up through successive waves of migration around the British Isles and through immigration from several European and non-European countries. Secondly, it can be difficult for individuals to identify with clarity which ethnic or national category applies to them. There is no straightforward relationship between country - colour or culture, faith, and ethnic identity, for example; ethnicity comprises a mix of characteristics, 'race', on the other hand, is often placed in inverted commas to highlight the fact that there are no pure, genetically different races.

The categories in those surveys distinguish between white and non-white peoples. This distinguishes the ways in which whiteness is ethnically differentiated, so that Irish, Polish, Scottish, Welsh and English people, for example, can be divided by ethnicity as much as united by common characteristics.

Sociological interest in Ethnicity and 'Race' has a long pedigree, especially as an issue of immigration. The Chicago School of Sociology, for example, developed a research programme around migration to the USA in the first half of the century, which laid the foundations for much British research from the 1950s to the 1970s. Briefly, until the late 1960s, sociology's approach to question of ethnicity and 'race' was dominated by 'assimilation' and 'integration' models of immigration. These models suggest that ethnic

and racial tension arise from the ways that immigration populations disturb the social equilibrium of the host society.

3.2 What is Community Cohesion?

It is clear that, in Birmingham as elsewhere, there are complex and entrenched problems of inter-group tensions linked to the experience and perception of structural disadvantage. It is also clear that building “community cohesion” is an appropriate response to those problems. The detail of that response must evolve and develop over time, taking into account the values and perspectives of the community as a whole. The guidance issued by the Home Office, the LGA and others sets out a useful framework for progress, but implementation must, necessarily, be specific to local circumstances and issues.

To build cohesion between individuals or groups with widely different value systems, all parties must be ready to listen, understand and adjust. There is a national debate taking place on citizenship and on the perceived need for a core set of values which express what it means to be a British citizen. Birmingham is well placed to take a lead on moving forward this debate, one of the key challenges of our era.

To initiate that debate, and give structure to this strategy, community cohesion is defined in the following terms by the Birmingham City Council Community Cohesion Strategy. For Birmingham, real community cohesion means:

- Living together positively;
- Having a stake in society;
- Building links and relationships;
- Being proud of the City.

Under each dimension, there is a minimum acceptable definition and aspiration:

Living together positively

- Minimum: people are able to get on with their own lives feeling safe that disagreements and disputes can be resolved fairly through agreed processes.
- Aspiration: the diversity of people’s different backgrounds and circumstances is appreciated and positively valued.

Having a stake in society

- Minimum: all parts of the community feel that they have a stake in its success.
- Aspiration: those from different backgrounds have, and feel they have, similar positive life opportunities.

Building links and relationships

- Minimum: intrusive or anti-social behaviour is significantly reduced
- Aspiration: strong and positive relationships are developed between people from different backgrounds and circumstances.

Being proud of the City

- Minimum: Birmingham people feel good about their City
- Aspiration: there is a common and compelling vision for the success of the City across the whole population.

It is clear from this definition that community cohesion applies across people of differing heritage, gender, location, age and disability. Our work impacts upon a range of issues such as disaffection, joblessness, disability access, mobility and independence, and young people's educational attainment: the core issues facing society.

3.3 The Causes of Low Community Cohesion

At its core, poor community cohesion is caused by structural disadvantage issues: the poor life, health, economic, educational, housing and recreational opportunities experienced by individuals by virtue of their membership of a particular group. These issues are complex, inter-related and long term in nature. Overlaid on these core issues are service, information and resources issues: the perceived inequity of public funding or support; the tendency for public services to "instrumentalise" difference by aligning service provision with specific "communities"; the tendency for media and for gossip to focus on bad news rather than celebration; and the unintended consequences of a lack of service cohesion across public sector agencies, as perceived by the recipient. The third area concerns inter-group tensions: the real or perceived differences between groups – from the clearly visible (skin colour, age, and dress) to the fundamental (religion, attitudes to gender, commercial outlook) - which may create, or be used to create, anger, distance and conflict. The fourth area concerns incident escalation issues: the way that particular outbreaks of community cohesion tension can build, through inappropriate management, into serious and damaging breakdown.

Outcome	Community Cohesion			
Aim	Living Together Positively	Having a Stake in Society	Building Links and Relationships	Being Proud of the City
Support	Birmingham Citizens share a Vision for the City			
Targets & Indicators	Community safety perceptions	Worklessness	Community harmony perceptions	Satisfaction levels
	Hate Crime Levels	Educational achievement differentials	Democratic process engagement	Inward investment
Action	Removing structural disadvantage Engaging the community Encouraging active citizenship Linking people Managing neighbourhoods Managing the infrastructure Reducing hate crime Service innovation Improving rapid response Developing leadership Reducing crime and disorder Preventing conflict Introducing dialogue and promotional campaigns Managing information Media management Balancing the workforce			
Progress	Birmingham Strategic Partnership Programme Board District Strategic Partnerships Community Safety Partnership			
Accountability	Birmingham Strategic Partnership Community Cohesion Group			

Figure 1: Birmingham Community Cohesion Strategy schematic

Source: Birmingham City Council Community Cohesion Strategy 2006

3.4 Cohesion, Equality and Difference

According to the Parekh Report there are three central concepts to the future of multi-ethnic Britain: cohesion, equality and difference. The report states that “people should be treated equally but also with regard to real differences of experience, background and perception. These concepts need to be consistently and constantly central in government policy and decision making. High profile statements of ideals by politicians and civil servants are important. They remain mere paper commitments or rhetoric, however, if they are not fully incorporated into all mainstream agendas and programmes”.

5 possible models for cohesion, equality and difference include:

1. Procedural – the state is culturally neutral and leaves communities and individuals to negotiate with each other as they wish, providing they observe certain basic procedures.
2. Nationalist- the state promotes a single national culture and expects all to assimilate to it. People who do not or cannot assimilate are second class citizens.
3. Liberal – there is a single political culture in the public sphere but substantial diversity in the private lives of individuals and communities.
4. Plural – there is both unity and diversity in public life; communities and identities overlap and are interdependent, and develop common features.
5. Separatist – the state permits and expects each community to remain separate from other, and to organise and regulate its own affairs, and largely confines itself to maintaining order and civility.

Source: The Future of Multi-Ethnic Britain, The Parekh Report (2000)

3.5 The Structure of Minority Ethnic Communities

There are two primary sources, which give particularly useful data on the structure of the minority ethnic communities and their situations across a range of areas of social and economic life. These are 1991 Census and the Fourth Survey of ethnic minorities carried out in 1994 and published by the Policy Studies Institute (PSI). The 1991 Census provides a wealth of detail on the structure of minority ethnic communities, albeit with limitations. For the first time since the Census was introduced in 1801, a question concerning the ethnic origin of the British population was included in 1991 Census. In 1991 there were approximately 3,869,000 people of ethnic minority origin in Britain - just over 5.5% of the total population, compared with perhaps 100,000 in 1950. There is a considerable diversity of the ethnicities represented in the Census. Approximately 53% of the total ethnic minority population were born outside Britain, including 75% of the Asian, and Chinese people, and nearly two-thirds of Bangladeshis. On the other hand, over 50% of the Black Caribbean and 84.5% of other black groups were British born, paralleling immigration patterns (Salt 1996, pp 132-3). After the Second World War, migration into Britain was regulated partly by a work permit scheme, which did not apply to British Commonwealth Citizens. The British economy was expanding, proving an increased demand for labour, which could not be filled from the internal pool of labour. These were the days of full employment, when British

workers had a far greater range of employment opportunities, and a number of job vacancies required filling, mostly low paid jobs.

3.6 Equality, Diversity, and Inclusion

Equal opportunities have traditionally been about 'the numbers'. What mattered was simply how many women, ethnic minorities and people with disabilities there were, and where they were in the organisations. So, success was having senior women in the company – even if they all behave exactly like the men and none of them had children. The message seems to be 'if women of other minorities want to join the company they can, but they need to 'fit in' and play by the rules of the game'.

Diversity acknowledges that representation is part of the issue, but places cultural transformation at its heart. It is about creating a working culture that looks for respects, values and therefore harnesses difference. It includes visible differences (such as gender and ethnicity) but also others, which are not necessarily immediately evident (such as sexual orientation and nationality) - indeed, all the things which added together, make each of them unique individuals. The increasing breadth is reflected in the EUs Article 13 employment directive which has widened the scope of groups covered by anti-discrimination legislation – covering religions, sexual orientation in 2003 and most significantly age by 2006. Age really does include everyone – and in different ways at different points in human lives.

Within the context of the Agenda for action priorities as related to those objectives concerned with developing a Diverse and Ethnic Catering Business base and creating conditions for growth, there must be an understanding and recognition of different diversified social status occupied by individual minority ethnic group of people. As Britain has different ethnic groups and is composed of different groups of diverse people, this report is based on ethnic groups of people. According to the Maslow's hierarchical needs theory the Catering Sector falls under the basic needs of human beings. Regardless of social or ethnic class, every class of people has the basic need of food and nourishment. Hence the dissertation topic of this paper is 'The Ethnic Catering Development Initiative'.

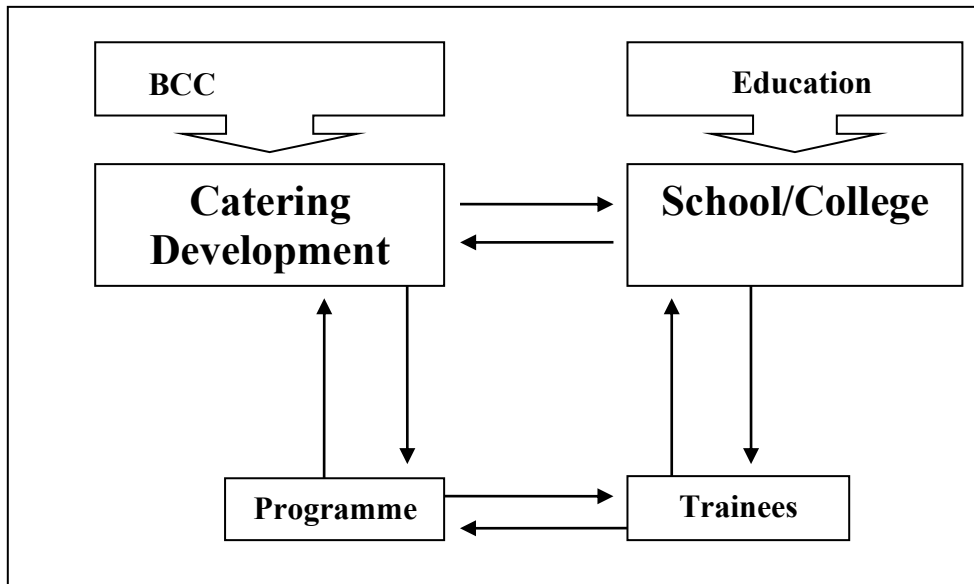


Figure 2: Ethnic Catering Development Initiative

‘The Ethnic Catering Development Initiative’ identified an appropriate additional training course which has been provided by the International School of Cuisine. The ECDI has also identified work, skill and experience including work placement with the local Ethnic Catering Businesses such as Indian, Pakistani, Bangladeshi, Italian, Chinese, Spanish, Greek, Thai, African and Caribbean cuisine for young people training programmes at the identified colleges through their regular NVQ programme. The NVQ assessor has regularly assessed their skills and experience then they will provide the appropriate level of NVQ qualification and accreditation.

In March 2000 Tony Blair launched the ‘Work–Life’ Balance Campaign to convince employers of the overall economic benefits of a more balanced workplace and, to emphasise that, in order to do so – change is necessary. The three areas that the campaign focuses on are:

- The culture of long working hours;
- Sectors that have a very poor work – life balance ethos;
- Offering organisations support and guidance.

This is obviously a bonus for young people who are keen to work for employers who want to adopt a better work–life balance throughout their organisation. The research for this paper will be with grassroots catering workers which will give relevant information on their experiences at work as well as their lifestyles and skill sets and qualifications.

Chapter 4: Rationale - Ethnic Catering Development Initiative

The Ethnic Catering Development Initiative is a Workforce Development Programme for Birmingham and West Midlands Region that can improve the catering skill of the employees as well as the employers. The initial research has been conducted by myself as a policy development officer of the Birmingham City Council through the consultation with various partners, stakeholders, voluntary and charity organisations, service providers, agencies, catering business organisations, individual employees and employers with in the Leisure, Tourism and Hospitality Sector.

This research was commissioned in response to the concerns and expressed by deprived and disadvantaged ethnic minority community groups within the Catering Businesses Sector that the key service providers were not addressing the needs of the ethnic minority communities in Birmingham and west Midlands regions as equitably, effectively and appropriately as needed. The limitation of the study reflects the constraints imposed upon the consultation in terms of funding, resources, and time scale. However, the research provides some valuable insights or findings into the current needs of the catering business sector for the ethnic minority communities in Birmingham and West Midland regions. The catering sector in Birmingham and arguably the West Midlands is dominated by Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Thais, Japanese, Italian and African and Caribbean communities. Most recently Somalian and Kurdish communities have become involved in the sector.

However, the continental Indian food sector is the most popular among the Catering Businesses in Great Britain. According to the Bangladeshi Cuisine and Curry Tandoori, Volume 5, November 2005, published by Bangladesh Caterers Association UK, approximately 80-85% of Indian Restaurants are owned by Bangladeshis. The same source concludes that the Bangladeshi community has been contributing significantly in the catering sector and the revenue earned by Bangladeshi Restaurants is more than £2.5 billion and 15,000 Bangladeshi Restaurants employ more than 100,000 people in the UK. More than 76.9% of people from the Bangladeshi Community in the UK are involved or employed within the Indian Restaurant and Takeaway Business. Some are involved in grocery and supermarket businesses. Among the workforce involved in this sector, 93.3% are male. Women's participation in catering business is very poor from Bangladeshi communities (Source: Bangladeshi Businesses, West Midlands Mapping Project May 2003, Published by Morris & Bridges).

The culture of Bangladeshi community is very conservative and does not encourage women to participate in any kind of workforce. But recently the situation is changing and women are becoming more educated. So they have started to participate in various professions such as Teaching, Legal Practice, Physician, and in various marketing and sales jobs; however, very few of them are involved in the catering business. To improve and develop the workforce of Catering Sector Business and to increase the participation rate of women in this sector the Birmingham City Council has taken an initiative called Ethnic Catering Development Initiative (ECDI).

4.1 Bangladeshi Community in Birmingham

This research provides a picture of the Bangladeshi community in Birmingham detailing their socio-economic, cultural, and religious circumstances. The Bangladeshi community continues to be one of the most deprived communities in Birmingham. Part of the reason for this continuing disadvantage, is a lack of awareness amongst service providers of the background and requirements of the community. All though many services are now more responsive to the need, it is still surprising to find that many claims made by the service providers to be providing appropriate services in a sensitive way, in reality lack of substance. The analysis of this project will help to raise the awareness of the historical, social, cultural, religious, and economic background of the Bangladeshi Community in Birmingham in order to facilitate more effective assessment of the issue raised in this project.

Prior to independence in 1971, Bangladesh was the East Wing of Pakistan whose federal government determined its fiscal, structural and trade policies. The Pakistani economy was expanding, and its macro-economic policies avoided inflation and excessive indebtedness. However, East Pakistan grew more slowly in the 1960s than West Pakistan. As a major source of export earnings (from jute and jute products), it was disadvantaged by an overvalued exchange rate and protectionist trade policies, causing trade diversion to its disadvantage. The borders of Bangladesh were set by the Partition of India in 1947, when it became East Pakistan, separated from the western wing by 1,600 km. Despite their common religion, the ethnic and linguistic gulf between the two wings was compounded by an apathetic government based in West Pakistan. This resulted in the independence of Bangladesh in 1971 after a bloody war, supported by India.

Bangladesh is an underdeveloped, overpopulated country with very limited natural resources. Hence Bangladeshis started to migrate to different parts of the world even before independence for a better life overseas. Some Bangladeshis entered Britain in 1930s but the mass exodus began in the 1960s when there was a shortage of labour in the UK. The families of these immigrant workers started arriving in the late 1970s and settled in the inner cities of London, Birmingham, Greater Manchester, Leeds and Edinburgh. Following London, the largest Bangladeshi community is based in Birmingham.

According to 1991 census there were 12,739 Bangladeshi residents in Birmingham. The 2001 census shows that in Birmingham, the Bangladeshi population rose to 24,836 but recent studies estimate that this number may exceed 50,000 (Source: The High Commission of Bangladesh and voluntary organisations in Birmingham). According to 2001 census most of the Bangladeshi population live in just nine inner city Birmingham wards – namely Aston, Small Heath, Sparkbrook, Handsworth, Nechells, Sparkhill, Soho, Washwood Heath, and Sandwell. The ethnic minority people are the majority population in each of those wards.

The 9 inner city wards where 87 percent of the Bangladeshi people live have experienced much higher levels of unemployment than the other 30 wards in Birmingham. For instance, in November 2003, Aston ward where the largest number of Bangladeshi population live has unemployment rates more than twice the city average of 8% and over 11 times (21.1%) more unemployment than Sutton Four Oaks Ward (1.9%) (Source: Bangladeshi Task Force Report, November 2003).

In 2001/2002, compared with other racial groups Bangladeshis had the lowest economic activity rates among men (69%) and women (22%). The comparative figures were 85% for the host community's men and 74% for women. 78% of Bangladeshi women are excluded from the economic activities compared to 26% of host community's women. The lower economic activity rates among Bangladeshis have existed for many years and it is contributing to the poverty and disadvantages of the Bangladeshi community. In addition, 78% of Bangladeshi women have little chance of earning income and equally as serious, they do not have the chance to earn from the working life experiences that are so essential to children's development at home.

According to 2001 census, 68% Bangladeshi people live in low income household compared to 21% for the host community. This is the result of the large number of Bangladeshis being out of work and even those who are in work earn low wages. This is an

extremely important indicator as the level of income people have to spend affects their entire social and economic welfare such as housing, the neighbourhood they live in, education, health, transport and social life. In addition, the combination of large number of Bangladeshis being out of work and low pay of those in work means that many Bangladeshis will not have work pension and they will retire from poverty into even worse poverty (Source: Social Focus in Brief – Ethnicity 2000).

Over 33% of Bangladeshi household income comes from self-employment compared to less than 10% for the host community. The fact that large proportion of Bangladeshi household income is coming from self-employment further demonstrates that Bangladeshi people are not getting into the mainstream job market but they are not prepared to be inactive. Evidence of the disproportionately low income among Bangladeshis also suggests that much of the self-employment does not generate high earning (Sources: Social Focus in Brief – Ethnicity 2002).

Most Bangladeshis work in the service sector such as hotel and catering sector, supermarkets, petrol stations, corner shops, department stores, real estate and the financial sector. Among Bangladeshis 42% of the working age population work in the hotel and catering industry compared to 4.7% of the host community. Among the ethnic populations who work in this sector the proportion is the highest for the Bangladeshis. According to business forecast and Advantage West Midlands' Tourism and Leisure Workforce Development Plan 2003-2008, food and drink industry has a very good growth opportunity. The development of the Leisure, Tourism, Hospitality and Catering sector would benefit the Bangladeshis. This opportunity has been taken by the Birmingham City Council, Advantage West Midlands, and Learning Skills Council Birmingham and Solihull in order to establish Ethnic Catering development Initiative in Birmingham and West Midlands.

4.2 The Theme of the Ethnic Catering Development Initiative (ECDI)

To develop roles concerning the Catering and Hospitality issues in respect of Birmingham City Council and other statutory organisations and Public agencies, ECDI has the following key objectives:

- To help Ethnic Catering and retail operations improve profitability and business growth through training.

- To develop relevant and nationally recognised qualification through the flexible delivery of training and assessment on employers premises.
- To ensure small catering and hospitality businesses are aware of the legal requirements in respects of food trading standards.
- To increase the participation of women in this sector through apprenticeship, placement works, and subsidises work facilities.
- To enhance the employment prospects, education and skills of local people and to the strategic objects, support and promote growth in local economies and businesses.
- To monitor, evaluate and review action in respect of catering issues.
- To influence mainstream policy and strategy that will add value to the implementation of the Race Relations Amendment Act 2000 and the McPherson Report and Stephen Lawrence Inquiry Commission march 2001.

Training offered by ECDI

- National Vocational qualifications (NVQs 1, 2, and 3) at an appropriate level.
- To formally recognise and build on skills and experience on existing employees and employers.
- To provide structured job training to inexperienced and new staff in this sector.
- Food hygiene and health and safety short courses; to meet the legal requirements for training in health and safety awareness.
- Excess to additional training and development opportunities of the Catering business sector.
- Key skill in communication, numeracy, and IT.
- To food preparation and cooking, food and drink service courses.

Target Groups for the Programme

The main beneficiaries are those working or wishing to work in Catering Businesses in the targeted areas. In addition, local and national Catering Businesses have supplied qualified staffs. Employers and employees benefited from training delivered locally that caused

minimum disruption to business operations. In addition the programme could encourage the female members of the communities to participate in Tourism, Leisure and Catering Industry. To accommodate people receiving benefit, Birmingham operates a Passport to Leisure scheme, providing a mechanism by which people from low-income groups could participate in catering sector industry. The percentage of women workforce in Ethnic Catering Sector is very low. Of all the people registered with Birmingham's Ethnic Catering, Tourism and Leisure Sector, very few are women. Further illustrated that women are grossly under represented that is actually a huge potential growth area. There is still insufficient data for measuring participation rates of the Ethnic Catering Sector. The data is insufficient not just for women but for men as well.

There are low levels of participation by people from Minority Black and Ethnic Communities and little accurate statistical information available. The City's Catering Business Sector courses are all located on the College of Food Tourism and Creative Studies, South Birmingham College and City College of Birmingham away from inner city wards which house the core of Birmingham's minority black and ethnic communities. Recently some voluntary organisations have arranged various catering training courses but again this was not substantiated as it is not known whether this was a true increase or a reflection of the overall increase in participation. Irrespective of the data available, the upsurge in participation is likely to be as a result of the media. This is likely to be a case of participation 'in spite of' Birmingham's Ethnic Catering Development Policies rather than being a result of any positive action.

In many cases the stimulus to ethnic catering business development is with another member of the family. This is particularly important when trying to encourage young people and women to take up the career within the catering and hospitality sector for the first time. Families are a marketing opportunity to stimulate mass participation and Birmingham's new Leisure, Tourism, Catering and Hospitality sector will provide the means to make marketing more effective. Initiatives for the co-ordinated development of Catering and Hospitality sector to a broader cross-section of the community were being undertaken by the Birmingham and Solihull Business Link. However, the catalyst for delivering the strategy required the appointment of a new professional Ethnic Catering Business Developer to operate in the greater Birmingham area and to work closely with local and regional agencies. Tourism, Leisure and Catering Workforce Development Strategy for the West Midlands 2003- 2008 listed a number of performance indicators and targets. One of these

was to get more youngsters involvement in the Ethnic Catering and Hospitality Sector. The national figures identified within the England Ethnic Catering and Hospitality Development Plan (2003- 2008) highlighted the fact that the average age of caterers was getting higher and creating a vacuum in the middle that would be potentially damaging to not only the Catering Business Sector population but the overall Catering and Hospitality Market as a whole.

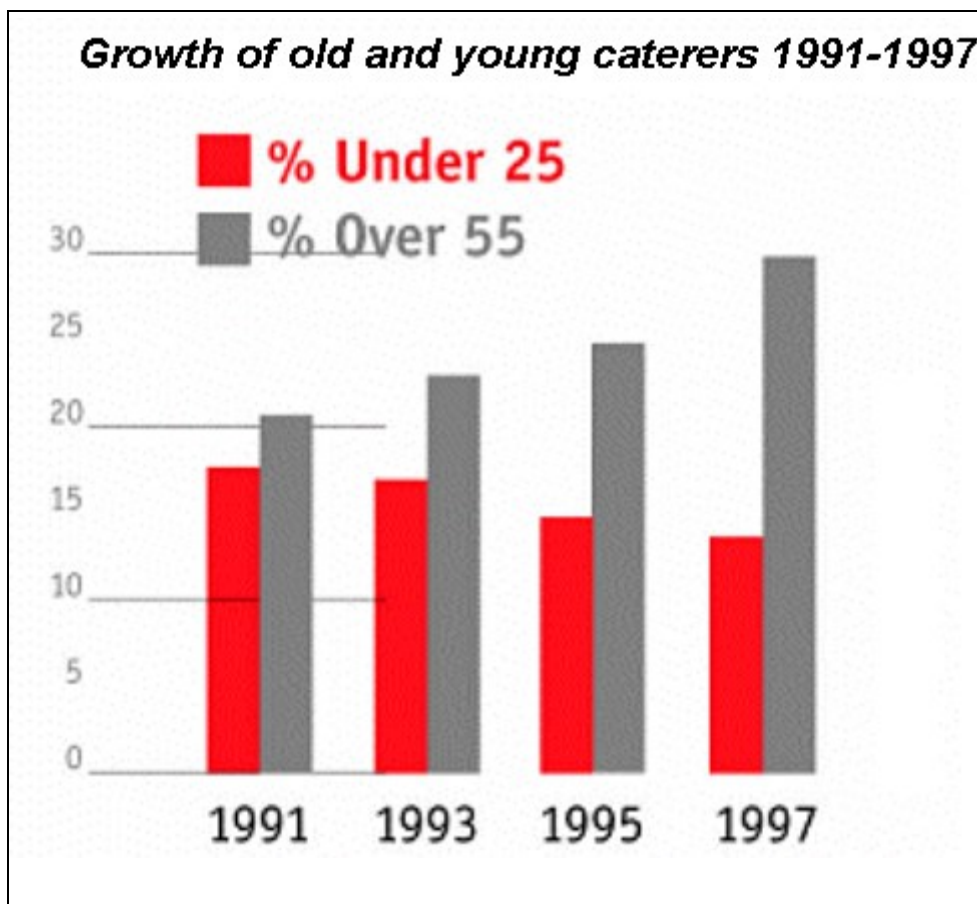


Figure 3: Ethnic Catering Development Initiative Plan (1999)

Chapter 5: Scope of Study and Methodology

This paper is part of a wider study which identifies regeneration activities in Birmingham and looks at their impact on Ethnic Catering Business Sector. Social and economic trends suggest that Ethnic communities generally are among the most disadvantaged and socially isolated groups and are likely to suffer from multiple deprivations. Women from ethnic minority groups tend to suffer even greater disadvantage.

The study involves identifying the involvement of Ethnic Workforce in the programmes both as beneficiaries and in the management/delivery of the programmes. In conducting my research I have gathered primary as well as secondary information. This has been achieved through communication with key officers from City Council Departments and other agencies, programmes managers or officers; review of current and past information/literature, a range of documentary research e.g. service plans, evaluation reports, consultants reports etc; face-to-face interviews or telephone consultation with those involved in the management and delivery of the programmes.

To gather information I interviewed various people related to the Catering Sector and also sent a need analysis training form to different training provider organisations, which were filled out by those organisations. I have consulted with the Chamber of Commerce, Advantage West Midlands, Birmingham and Solihull Learning Skills Council, FEFC College, Birmingham college of Food Tourism and Creative studies, Asian Business Centre, Bangladesh Catering association, Henley College, City College, South Birmingham College, Local Schools, Aston Pride, Asian Catering Business Development Association, African and Caribbean Catering Association, Greek and Italian Restaurant and Catering Business Association, Birmingham Hotel and Catering Academy, and Birmingham City Council. I have relied heavily on existing data, reports and researches made by others. Therefore I had to collect secondary information from this sector and compiled all those information for preparing this dissertation.

There are two distinct research methods employed in this study. One is carried out over a two-year period where data has been accumulated, providing key milestones across this period. During that period Birmingham City Council employed a full-time Ethnic Catering Policy Development Officer to do this. By identifying the milestones it may be possible to pilot the introduction of Catering and Hospitality to Secondary Schools, College and what social inclusion benefits have been realised. It will also provide an opportunity to observe why these milestones were significant and whether there were any contributing factors or

not. I have been working with the different Ethnic Minorities since 1992 when I first joined Birmingham City Council as a Community Development Officer. Therefore my access to the community has enabled me to collect information from them. Additionally I have 5 years experience of restaurant management in UK as well as in Bangladesh. So I have an insight into this sector and have attempted to make my report as unbiased as possible.

I have also faced some limitations while doing my research. I had to communicate with a wide variety of people from different cultures, languages and backgrounds. Hence on occasions it was rather difficult to acquire information for this paper. There were also problems with access to gather primary information because of time constraints and resources were also very limited.

5.1 Gathering Evidence

October 2003 – Launch of Tourism and leisure work force Development Strategy 2003-08.

June 2004 – International Cuisine Workshop at Advantage West Midlands: The workshop was set in the heart of Birmingham's Ethnic Communities and was a 3-form entry with around 60 Caterers and Delegates attending. A day workshop and taster session then took place with all 60 delegates having an excellent consultation for further development of the Catering Industry. This research has been designed to give a snapshot of how the Ethnic Catering Development Initiative has progressed. The purpose is to identify the role of Ethnic Catering Development and its compatibility with Birmingham City Council. This will put into context the primary research and feasibility study that has been carried out at Shalimar 2000 by The Candel Trust on October 2003 and in the form of a case study. Again this study would provide evidence with which to measure the impact on social inclusion. The case study itself has been the only of its kind, which causes difficulties when appearing for comparative studies. It causes problems as there is no way of drawing up any conclusions concerning catering and education that stand up to scrutiny. It does however provide a starting point and prompts further questions that would provide the basis for further in depth research.

5.2 Consultation with Business Community

According to West Midlands Tourism and Leisure Workforce Development plan, Bangladeshi Task Force Report 2004 and House of Commons report 'Bangladeshis in Britain'; strong consultation is needed with the business community to improve the Catering

and Hospitality Sector. Five consultation sessions took place with the Catering employees, employers and training providers. They all agreed to improve this sector through various training programmes such as customer service, food hygiene, health and safety, bookkeeping and management courses. Birmingham City Council arranged a curry chef competition in 2005 at the NEC in order to increase the awareness of hygiene in the catering sector and to promote Indian curry within society.

The Shalimar 2000 Feasibility and Case Study was designed by the Candel Trust in October 2003 and lasted 12- 16 weeks (**Appendix 2**) in total with five weeks either side of the half term period in the autumn. This study has been highlighted to:

- Explore the market for ethnic/foods to identify the market potential of new enterprises in this field of both retail and production.
- Outline the labour market and training needs of the sector and the local area.
- Define the shape of a new social enterprise in terms of activities of the organisations.
- Outline the business and training development support that should be undertaken.
- Start up the operational and financial implications of the enterprises.
- Consider sites and /or site requirements for the enterprises.
- Prepare a broad schedule of accommodation necessary to deliver the training.
- Indicate the next stages needed for the development.

This study also tested participants who were provided with worksheets (**Appendix 3**) upon which they could respond in either text or graphical format. This was the least intimidating method of gathering the participants' views. It placed them in a comfortable environment allowing them to adopt the easiest way in which to complete the form. This took part at the end of the 10th Catering Training Session in the classroom with the trainer and staff providing support as required.

Catering Employers were also provided with a need analysis form (**Appendix 4**) to try and find out current perceptions of the industry, current participation and whether these could be altered through their children's involvement in the Catering and Hospitality sector. From the social inclusion perspective it was an opportunity to find out the impacts of what was happening in schools and whether this was being taken home. There was evidence to support the view that Catering is an industry that different generations can participate together. This case study was an opportunity to see whether children might be the attraction to the Catering and Hospitality Sector – from the parent's perspective.

Chapter 6: Results Analysis

November 2000 – The ethnic catering development initiative began in November 2000 with the launch of the 28 June 2004 workshop.

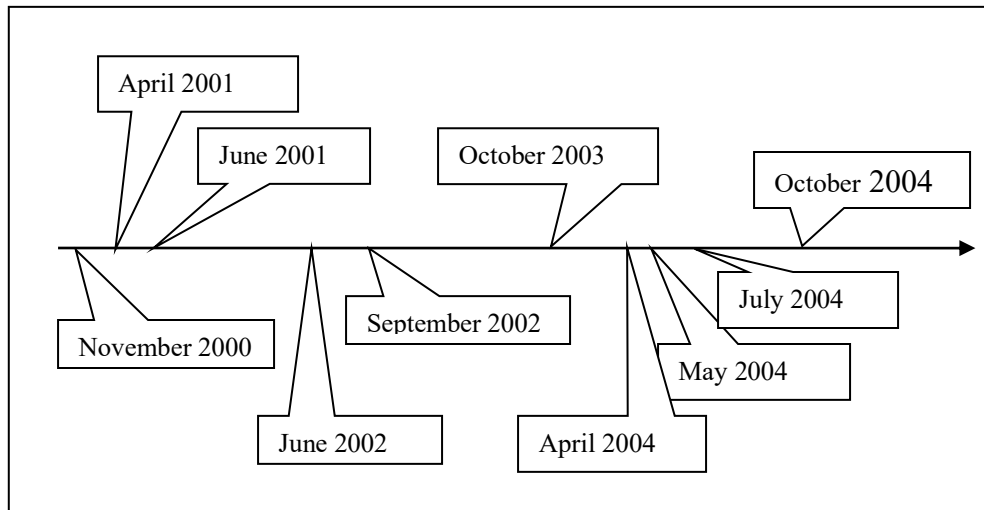


Figure 4: Ethnic Catering Development Initiative Milestones 2000 – 2004

April 2001 – The Birmingham Ethnic Catering Business Show attracted 500 Catering Trainees. 160 trainees had working commitments through the day and as such could not be classified as participants, although many did actually take part in the available activities. The participation rate was nearly full and the event was successful as it demonstrated that Catering Business could be delivered in a small area and could be set up and packed away in a short span of time.

However it provided a valuable learning outcome as it began to shape the Catering Trainer's role. It provided early evidence that the role was going to be more of a co-ordinator and developer rather than simply practical training and coaching. This suggested the correlation between the Electronics firms (Burns and Stalker 1961) and role shaping. The significant support through the buffer (line manager) who invested resources in this Midlands Catering Business Show, removed any pressure from the training providers that may have been channelled down the mechanistic channels.

June 2001 – Twenty of the trainers that attended the Midlands Asian Catering Business Training Courses arranged for Catering Business delivery at their respective Training Providers. No international and national school had delivery plans for Catering Sector at that time and so the Catering Trainers were happy to use these as pilot sessions to develop a programme that could be delivered. The Catering Training Institutes were very flexible and approachable.

June 2002 - When offered the opportunity to take part in the Catering Sector, only 33 participants showed interest. This suggested the popular belief that tutors have raised the profile of the Catering Sector in Sixth Form schools and colleges was misleading as the majority of the trainees at Asian Catering Business Institute were unaware about who they were and what they were famous for.

After the taster session there was a week before the first session took place and 75 Catering Employees out of 195 had signed up to take part. An extra session was arranged along with extra trainers and coach in order to support the accommodation of 30 trainees in each course. In the first session of each course 20 trainees attended and at the end of the programme there were still 85% of those trainees in attendance.

The Asian Catering Business Institute programme provided further evidence of the challenging role of the Ethnic Catering Development Initiative. It has supported the view that the role was focusing more on research and development.

The courses that were enjoyed most were the warm-up courses such as 'tutor says'. These courses are generic in secondary schools and colleges but have been provided with a catering identity in order to introduce children to Catering and Hospitality Business terminology and rules. These activities supported the social inclusion agenda by addressing the health, education, and employment and training sector. The government's policy statement "Raising the Business" (1995) on Hospitality and Catering Sector aimed to help Catering Schools in order to re-establish Hospitality and Catering Business within the country. In terms of the practical skills being taught, the children enjoyed new themes and ideas about the Catering and Hospitality Business, and their responses were as follows:

- "I liked chipping best."
- "I liked it when we whacked the business into achieving the goal"
- "I liked hitting the best business with a target to make it go a long distance."

The research indicates that the trainees enjoyed the presence of people external to the centre teaching them new skills and competencies. They indicated that the combination of a new skill that had not previously been offered to them and the visiting instructor made the whole experience much more enjoyable.

There were many positive comments from the Catering and Hospitality trainees regarding their courses to Asian Catering Business Institute. They enjoyed the experience of being on real and practical Catering courses using standard, modern equipment.

The visit to the training centre courses was the first opportunity for many trainees to see and use standard, modern equipments. It also provided the opportunity to demonstrate what goes into maintaining a catering and hospitality course and how the behaviour of trainees and their approach to caring for the Catering course is vital to ensure it stays in the best possible condition. This was useful as it reinforced what had been learned prior to the visit and linked with curriculum work that cares for the environment.

The role of the Ethnic Catering Policy Development Officer was to identify different career routes for youngsters and school leavers. By the law of averages it is unlikely that all of the younger generation will progress to become Catering and Hospitality Professionals but, many of these youngsters will benefit from this course in terms of career development and work placement training. The visit to Asian Catering Business Development Institute course provided young people with an opportunity to see the availability of employment opportunities in the Catering and Hospitality Sector. Having the freedom to address the employment issues as opposed to the catering and hospitality participation figures enabled the schools, colleges, other various training providers and the Education Action Zone to view the scheme of work as being beneficial to its pupils.

As the research was gathered it became apparent that there was a degree of autopsies taking place. This supports the theory put forward by Maturana and Varela (1980) as the environment began to shape the internal operations of the Catering and Hospitality Development Instructor by way of looking to develop the young generation as opposed to developing the businesses.

The learning experiences in setting up new Catering and Hospitality Businesses were equally popular with boys and girls. This is significant as there were very little statistical data available to identify age and gender of young people that do or have participated in Hospitality and the Catering Sector. The only method of measurement was through membership data collected by the different Ethnic Catering Association. This did not take into account young people that start on an adhoc basis and who have been participating in any school or college based Catering and Hospitality Programmes. A number of junior members at catering and hospitality courses are also considered to be 'ghost' members as their parents have bought them a membership in the hope that one day they will take advantage of it.

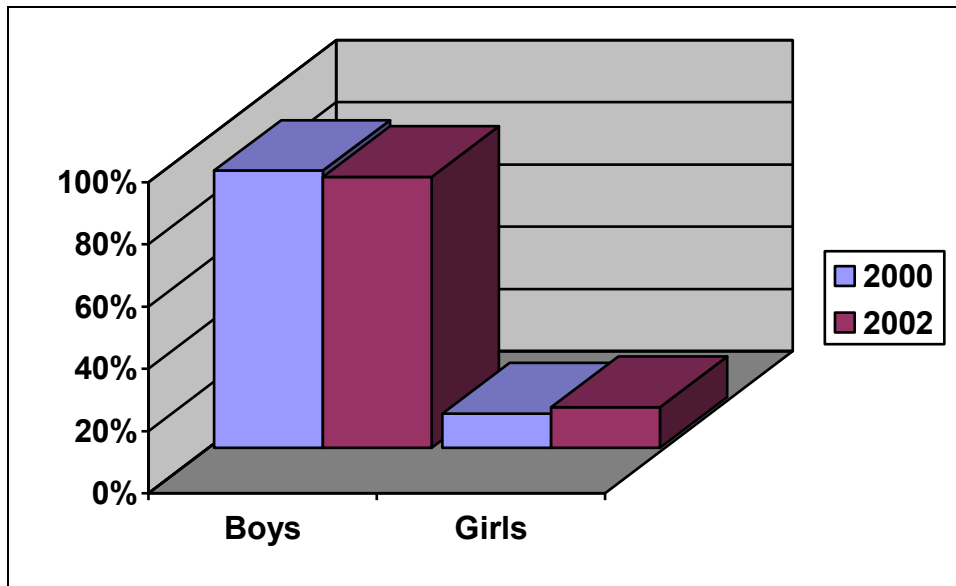


Figure 5: Millennium Census (2000) and catering Membership Questionnaire (2002)

There are two aspects to the results: firstly they were positive as the number of junior girls were increasing but on the other hand the statistics did not tell us whether they were active junior members or not. When describing the practical skills the youngsters were able to share much of what they had learned with the interviewers. These covered aspects such as positioning their body correctly when they start working in the kitchen, and holding the knife and other equipments in order to use them properly.

There was clear evidence of the link between the Catering Training Activities and the children's learning. The comments complimented the trainers' comments and suggest that having somebody to design and delivery of a catering and hospitality-training programme is beneficial to everybody. The training instructors did not necessarily have the time, skills, knowledge or indeed flexibility to adapt the national curriculum to accommodate Ethnic Catering and Hospitality issues.

Parents

The parents' questionnaires resulted in a 60% return. Although relatively small sample sizes, the response rate suggested that the parents had some thoughts and comments regarding the programme that could be documented.

All parents agreed that their children had been enthusiastic about participating in the Catering and Hospitality Activities and with the exception of one parent; all considered their children enjoyed the prospect of a career in the hospitality and catering sector. The exception felt that although her child did not particularly enjoy the experience, he had still been extremely enthusiastic about taking part in the workshop. There were a number of comments recorded by the parents relating to increased confidence and enthusiasm. It was also noted that some of the children were looking forward to the Hospitality and Catering Training Sessions and enjoyed the visit to the training centre courses.

By taking the experiences home, the youngsters were able to share catering with a secondary audience. The fact that Hospitality was not a business that people had thought about previously was reinforced by the comments on the questionnaires.

When looking to address the participation of families in Hospitality and Catering Sector, the case study made a significant finding. Three parents of the fifteen young people who responded and said they had personal experience of Catering Sector Business. Among them only two started a Catering and Hospitality Training Course which reaffirmed the understanding that Catering and Hospitality was a totally new experience for the majority of the young people taking part in the workshop.

Twelve of the parents said they would not like to start a Catering and Hospitality Business. However, when asked if they would be interested in setting up a business with their children only four parents gave a negative answer. This suggested that those parents would be more willing to sample the new experience if accompanied by their children who had previous experience of the business.

It was surprising that three of the seven would like to start a career if their child wanted to continue participating. This was an evidence to support the fact that Catering and Hospitality is a career for the family and is something that would not only provide a family activity but also provides healthier, active lifestyles. In contrast to the top down perspective held by Birmingham City Council in 2000, where it was intimated that the adults could introduce the career to their offspring. The evidence showed that it may be possible to work from the bottom to the top.

The research did not indicate the respondents' gender however; it would be probable that the majority were women. Again this was combined with the responses from the children that girls enjoyed the course as much as boys.

The Institute of Asian Business

The training instructor confirmed that the trainees had been enthusiastic about participating in the training sessions and had enjoyed the experience. Many trainees brought their new experiences back to the workplace. Staff remarked on a more positive and co-operative attitude amongst the trainees who had been taking part in the activities.

It was also noted that the staff involved in delivering the NVQ 1 and 2 sessions also enjoyed the Catering and Hospitality Sector Business and noticed a more positive and co-operative side to the young people taking part. Other positive aspects observed and reported by the class tutor and staff included the fact that the young people had widened their practical experience and skills and have had an opportunity to develop their social and customer related skills. Additional benefits such as team building and an increase in confidence were evident.

The evidence here supported the viewpoint that Catering and Hospitality Business is not competing with other sectors for market share at the grassroots level. It also suggested that the young people prejudiced towards group business and other chain business activity were more inclined to enjoy the catering experience and consequently have more potential to open their own business due to their valuable firsthand experience of the well facilitated modern business.

The training programme also addressed the special needs of one particular youngster. For the trainees, confidence was a big issue and the non-threatening activities involved with Catering and Hospitality Business meant that they were able to take part without emotional barriers. The skills involved in running a business were progressive and those were not reliant on a third party. This meant that individuals could practice their skills at their own pace and were not pressurised by their peers. A child that is traditionally non-business minded or women with worries of participating equitably with their friends has no problem with this business, where in other businesses that might not necessarily be the case.

October 2003 – Discussion and consultation with Advantage West Midlands, Learning Skill Council, Chamber of Commerce of Birmingham and Solihull, Connexions, Business Links, Catering Associations and Asian Business Institute regarding support and encouragement for Ethnic Catering Development Initiative (ECDI).

April 2004 – Birmingham City Council's services were localised and financial control devolved under Central Government's Devolution Agenda. New priorities were introduced

within Birmingham City Council's Cabinet and Corporate Plan 2004/2005 including three specifically addressing Ethnic Catering and Hospitality:

Priority 1: A City of Strong Community Priority 2: A City providing excellent education and leisure opportunities for our children and young people Priority 3: Investing in our future

Figure 6: Priorities relating to Catering & Hospitality development and Social Inclusion: Birmingham City Council Cabinet and Corporate Plan 2004/2005

June 2004 – The Ethnic Catering Development Initiative Workshop was opened at Advantage West Midlands Office for prompting Catering, Hospitality and Tourism Business within the region. More than 60 delegates attended from the surrounding areas and supported unanimously.

September 2004 – Ethnic Catering Policy Development Officer's job has been re-structured within the new structure of the City Council. When looking at the development of the Ethnic Catering Development Initiative, it must be questioned as to how one individual was able to progress a development of the project from a static position to one that was breaking new ground. The application of organisation theory tells us that the individual has behaved in much the same way as a project team. To use Mintzberg's (1989) definition of an adhocracy, is an accurate assessment of the way the overall development programme has evolved.

It is suggested by Lawrence and Lorsch (1967) that uncertain environments require a higher degree of differentiation and this was very much the case where Catering, Leisure, Hospitality and Tourism Development has been more involved in research than developing the business of Catering Sector.

Chapter 7: Conclusion & Recommendations

The key findings from the research include:

1. Although the Catering and Hospitality Sector operates at unsocial hours, this learning programme was extremely successful in that young people are now aware of a future in this sector and in addition, youngsters have gained confidence and social skills from this experience.
2. The evidence also pointed to the fact that the young people's learning has been transferred from the workplace to the training centres' classroom environment as well as other areas of their home lives that parents have identified. A significant finding within this study pointed to a change in the way parents perceived Catering and Hospitality as a Business and provided an incentive for them to participate in this sector. This has been brought about by the enthusiasm demonstrated by their offspring.
3. From the organisation perspective it is clear that the role of the Ethnic Catering Development officer has evolved through the course of time and has become a far more versatile role than was originally advertised. Starting as a catering tutor or coach – the role has become an Ethnic Catering Development Officer and when Birmingham City Council devolved and localised that became a generic business development officer.
4. This programme has highlighted that the Ethnic Catering Sector is lagging behind other Hospitality, Leisure, and Tourism Sectors.
5. This research also identified that most of the Indian Catering Employees work extremely long, unsocial hours. Hence people suffer from loss of social contact and loss of drive and energy for learning new skills.
6. The people who actually developed this sector were not very educated. Furthermore this sector is physical labour intensive, so the educated, new generation do not want to work in this sector. That is why the government allowed the owners of Catering Businesses to bring skilled workers from overseas in order to save this industry.
7. There is no formal training academy for this Catering Sector which can train and retrain the employees and employers as well. The Ethnic Catering Development Initiative has been trying to set up a school of international cuisine in West Midlands.

8. The Ethnic Catering foods are very popular in this country. However a lack of proper qualification and training facilities mean that this sector faces severe problems and in the future if unhindered could lead to the collapse of this sector.

After consultation and research on the Ethnic Catering Development Initiative in West Midlands, the following recommendations can be made:

- 1)** The employees of the Ethnic Catering Businesses start work at 4pm and finish late night at 3am. So the workers have to work in incredibly unsocial working hours. Therefore it is recommended that the local authority should consider this matter and impose restriction on working hours e.g. 5pm to 11:30pm.
- 2)** The parents of youngsters consider the Catering Sector to be extremely profitable and they have the drive to be involved in this sector with their children. It is therefore recommended that the central government should take steps to offer incentives and loan facilities that can make it easy for them to enter this sector.
- 3)** The Ethnic Catering Development Officer consulted with the various partners, stakeholders and agencies and realised the need for a school of international cuisine. It is therefore recommended that a school of international cuisine should be established as soon as possible in the West Midlands.
- 4)** The Ethnic Catering Sector is lagging behind Hospitality Businesses. So the local and central authority should subsidise and provide more incentive grants and encourage employers and employees to concentrate on this sector.
- 5)** The people who are involved in this sector have relevant skills and experiences but they do not have formal qualification. Therefore it is suggested that this sector should provide formal qualification for Catering and Hospitality Sector, NVQ level-1, 2, 3, 4, and 5. The employer should get qualification of management stage 1, 2, 3, 4, and 5 according to the size of their business.
- 6)** The foods of this sector are very popular without any formal marketing. This sector relies only on word of mouth for marketing. Therefore it is recommended that all of the chambers and commerce of this country and other related organisations should participate in formal marketing of this sector through electronic and paper media including leaflet, brochure, TV, internet, workshop and seminars.
- 7)** There is no trade union activity in this Catering Sector. Employees fear job security and are not aware of their rights. It is therefore recommended that the central government

should take initiative to establish trade unions in this sector which can look after the employees' rights and benefits.

8) Britain has different diverse communities composed of different ethnic group of people. The local authority should maintain equality and diversity among the community and appoint more Asian, African and Caribbean catering business advisors. These advisors would be responsible for providing specific support for Ethnic Catering Development Initiative including making a difference to the ethnic minority business communities.

The Ethnic Catering Development Initiative Programme will continue for the development of the Catering Sector. This sector is a very vital part of Leisure, Tourism, and Hospitality Sector as a whole. This sector employs a large percentage of the Ethnic population without formal qualifications. Amongst the Ethnic minorities, more than 250,000 people are employed by this sector. Hence this sector plays a vital role in the holistic society in terms of employment. Furthermore, the government earns £4 billion in revenue and tax per year from this sector.

The central government has introduced new cross-cutting themes which include local people, local involvement and local jobs. These performance indicators are a part of the Corporate Plan and are measured by the Audit Commission. The introduction of cross cutting issues such as social inclusion has challenged the organisation. The political leaders and executives of Birmingham City Council have taken a significant step towards devolving financial control and localising services to people. All the political parties have agreed to this matter as the new Local Services Directorate became operational in April 2004. For the success of the Ethnic Catering Development Initiative, the industry as well as the authority should encourage all relevant groups such as community leaders, business leaders, Chamber of Commerce, business links, Connexion, career advisers, relevant schools and colleges and universities. In addition, the Department of Education can introduce a new curriculum for the Leisure, Tourism, Hospitality, and Catering industry.

Consequently the Ethnic Catering Development Initiative programme should be implemented properly by the local government with the help of everyone and thereby this sector can employ more people by offering excellent career opportunities.

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Appendices

Appendix 1: Structure of Organisation and Management

Appendix 2: International Cuisine Workshop Programme

Appendix 3: Mapping Exercise of Existing and planned Training Provision

Appendix 4: Need analysis forms for Training Providers

Appendix 5: Outline proposal: West Midlands School of International Cuisine

Appendix 6: Delegate List for 28 June Workshop

Appendix 7: Contact Details

Appendix 8: A short summary of progress Report

¹ Rowntrees (title)
Cadbury's Trust Report (unpublished)